

AN ASSESSMENT OF JOB COMPETENCY FOR MANAGER IN FELDA
GLOBAL VENTURE PLANTATION SDN.BHD.MALAYSIA

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AN ASSESSMENT OF JOB COMPETENCY FOR MANAGERS IN FELDA
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“I declare that this project is the result of my own research except as cited in the references. The research project has not been for any degree and is not concurrently submitted in candidature of any other degree.”

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DEDICATION

My dedication goes for my mother, Foziah Binti Abdullah and my father, Mohamed Amin Bin Ismail who always give me wishes, constantly motivate and spirit. I really love them. Not forgotten for my sibling, kak long, abang ngah and abang de, that always supports me during throughout of my study. To my classmate always, thanks you for cooperation support, opinion and understanding. To my best friend, Norzila binti Mohd Salim, thank you so much for always providing encouragement and advises me to complete this project. Without their love and support, this project would not have been made possible.

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ABSTRACT

This study was conducted to assess the job competencies among managers in Felda Global Venture Plantations Sdn.Bhd. Based on the literature review; a theoretical was formulated to determine the relevant job competencies. The nine clusters formulated in the theoretical framework as those possessed by manager. A field study was conducted to collected data from manager in the organization with the use questionnaires. The data collected from the survey were then analyzed to identifying of nine cluster competencies and 35 job competencies for manager them from the most dominants to the least. There was also no significant different on competencies based on years of working experiences. Findings from this study indicated that managers should possess both skill and knowledge in all areas of administration and management, interpersonal, communication as compared to specific field only. This included that assess the job competencies among manager in FGVS as a produced by the researcher developed through the theoretical framework have met the criteria. The job competency encompasses field and discipline in management, humanity and technology. The competencies identified through this study can be used as reference and guidance for line managers to perform their job competently.

Key words: job competency, job performance, human resources management, competency model

ABSTRAK

Kajian ini dijalankan untuk menilai kecekapan kerja di kalangan pengurus dalam Felda Global Venture Plantations Sdn.Bhd. Berdasarkan kajian literatur; teori dirumuskan untuk menentukan kecekapan kerja yang berkaitan. Sembilan kelompok dirumuskan dalam rangka kerja teori yang dimiliki oleh pengurus. Kajian lapangan dijalankan untuk data yang dikumpul daripada pengurus dalam organisasi dengan soal selidik digunakan. Data yang diperolehi daripada survey dianalisis untuk mengenalpasti sembilan kelompok kecekapan dan 35 kecekapan kerja untuk pengurus dari yang paling dominan kepada yang terendah. Tiada sebarang perbezaan yang signifikan kepada kecekapan berdasarkan tahun pengalaman bekerja. Dapatan daripada kajian ini menunjukkan bahawa pengurus seharusnya memiliki kemahiran dan pengetahuan dalam semua bidang pentadbiran dan pengurusan, interpersonal, komunikasi berbanding bidang yang spesifik sahaja. Ini menunjukkan bahawa model kecekapan yang dirangka untuk pengurus di FGV sdn.Bhd. seperti yang dihasilkan oleh penyelidik menggunakan theoretical framework telah menemui kriteria. Kecekapan kerja pengurus merangkumi pelbagai lapangan dan disiplin dalam bidang pengurusan, kemanusiaan dan teknologi. Kesemua kecekapan yang dikenalpasti melalui kajian ini boleh digunakan sebagai rujukan dan panduan untuk pengurus lebih cemerlang dan cekap dalam tugas mereka.

Kata kunci: kecekapan kerja, prestasi kerja, pengurusan sumber manusia, model kecekapan.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

In this new millennium, the fast changing in social and economic development is unavoidable. The wide and rapid pace created especially by world economic development and globalization has brought about changes in organizations and the business environment.

Furthermore, the success of a company does not just depend on its human resources but would also rely on several factors: clearly defining each of the roles, associating the jobs to the company's goals and achieving maximum performance and sustaining high productivity levels. All these will best be attained by establishing the key competencies needed for an organization to grow and succeed. The process of hiring and selection does not stop once you have selected the qualified candidates but should as well include a clear discussion on the employee's specific roles and contributions to help in accomplishing the goals of the organization.

In this context, organizations are facing the challenges in this rapid changing world toward progress. The changes in business environment require the

organization to be competitive. Consequently, it is essential and very vital for human resource to be competent in order to perform their task efficiently and effectively.

The core competencies are the “focus points” that funnel and tunnel people skills and effort to make greater effect. An individual who possesses core competency is more focused and is predictable to success in executing the task given to him than a less competent person. Core competencies are what make the organization unique. They are the skills organization possesses that set it apart from its peers. They are the sources of competitive advantage. They are the building blocks to future opportunities.

Competency is about performance. The word competency has been around since time immemorial, but the human resource term „competency“ was developed sometime between the eighties and the nineties. A focus of some researchers and many organizations has been to identify and define the competencies required of individuals who lead others at various levels in the organization (Boyatzis, 2006a; Lombardo & Eichinger, 2001; McClelland, 1973; Spencer & Spencer, 1993). Competencies are measurable characteristics of a person that are related to success at work (Lombardo & Eichinger, 2001). However, many desired performances or competencies are much more complex and are difficult to observe or measure. Thus, organizations need competent workers in order to accomplish their objectives towards achieving successful venture and profitability.

In most cases, this is true since competitions the essence in competitive businesses. An organization with competent managers will be able to achieve, deliver and sustain the result it wanted. This is the basic requirement for a company to strive and the edge leading them to be better than their competitors. Such importance has been the focus of this study where the dimensions of competency requirement required by managers will be studied.

Managerial competency refers to specific skills and abilities required to perform tasks efficiently and effectively in an organization. Managers need to develop several competencies that will enable them to perform these functions effectively and efficiently. Managerial competencies are “sets of knowledge, skills,

behaviours, and attitudes that a person needs to be effective in a wide range of managerial jobs and various types of organisations” (Hellriegel et al., 2004).

Competencies are characteristics that are causally related to effective and/or superior performance in a job. Competencies are demonstrable characteristics of a person that enable performance, and they entail knowledge, skills, and behaviours that facilitate employees to efficiently perform (Dessler, 2009). McClelland (1973) is credited with initiating the study of the importance of competencies. In practice, defining competencies is important for several purposes (Cavallo & Brienza, 2004; Lombardo & Eichinger, 2001; Young & Dulewicz, 2008). First, if key performance-related competencies can be identified, those in learning and development functions can create development programs that build the competencies needed for effective management and leadership succession programs. Obviously, employee should have new or improved skills. Organizations are using developmental programs such as on-the-job learning experiences, or off-site courses and self-study materials that are linked to the organization’s core competencies.

A company will therefore give priority and put more emphasis in selecting managers with the required characteristics in competencies and skills. Even the more experienced managers are now being recognized. Organizational will hire, give orientation, train and plan, assess, promote, and pay for competencies and skills. A person in a management job contributes to the achievement of organizational goals through planning, coordination, supervision and decision making regarding the investment and use of corporate human resources.

According to Abd Rahman (2002) he stated an organization that focuses on identifying its critical competencies and skills will enable effective implementations of human resource programs, in various aspects. This will pave the way for effective management in employee development and performance.

The importance of having competent employees to an organization whether in the public or private sector is actually an asset because it relates to employees’ behaviour for superior performance as supported by Boyatzis (1982). An employee is required to perform a job to the predetermined standards which is seen as a way to provide the linked between training and workplace requirement.

1.2 Background to Research Problem

It is conceived that the quality factor of human resource such as worker's productivity is related to his competency. A competency manager is seen to be positively linked to his performance and output. Successful organization is closely related to those who possess the most number of competent managers. For a company to thrive and has the competitive advantage, it requires competent managers to deliver and able to achieve their objectives both efficiently and effectively. Only competent manager will deliver the best result and determine the return that the organization realizes from their human resource.

On the other hand, managers' incompetence will lead to poor performance and the consequences are damaging to an organization. The organization's overall objectives can be ruined and ultimately organization will collapse if poorly manager. Thus, incompetent managers which posted problems to organization must therefore be checked and corrected.

To acquire and retain competent managers, the organization has to use models of management to answer specific job requirements. This will give some indication in the kind of person that is effective to fit appropriately to the given job task. It is therefore very crucial to place competent managers with the right talent for the specific managerial task. This will ensure that they can manage successfully and perform accordingly to the standard requirements.

1.3 Problem Statement

The Felda Global Venture Plantation Sdn Bhd. (FGVSB) like any other organization faces similar challenges in the ever changing business environment. The sources of the challenges are the external and internal environment of the organization. They need to be dealt with efficiently and effectively. Over the years, with globalization, rapid development and changes in technology, social and economic worldwide has put competent managers in high demand. Globalization is multi-dimensional with complex processes impacting on the intellectual, emotional, social, political, economic and cultural dimensions of people's lives communication, and social, political and human activity becoming increasingly international in scope and character.

Over time, the changes in work requirements, the task of doing the jobs got more demanding. Thus, the company needs to be more competitive and requires assessing on its managerial capabilities. Existing managers could not cope with the changing work environment and the standard requirement. Generally the task of getting work done has changed and becoming more complex.

In FGVSB, work designed to the project manager at times cannot to be completed with scheduled dateline because of managers in competence. For example, all the activities in oil palm estate time frame in parallel with weather condition. Land clearing by felling the old palm trees and land preparation work are carried out during the dry period while planting of new high yielding palm is done in the wet period. Any deviation from the scheduled time frame would adversely affect the quality in replanting exercise. A less competent manager would likely result in the shortfall in performance and give rise to significant problems to the overall success of the replanting works. Hence, there is a need for a study to be undertaken to determine the competency requirement for the manager.

The question posed in this research is

- 1.3.1 What are the levels of nine competencies cluster in the organization studied?
- 1.3.2 What are the levels of 35 competencies in the organization studied?
- 1.3.3 How the relationship between years of experiences with job competencies?

1.4 Research Objective

The objective of this study was to investigate and explore level of job competencies for manager in FGVSB. There appears to be lack of research to years of experiences on job competency relationship. This study therefore, would assess the relevancy of those competencies that have been identified for managers in the FGVSB. The objective of this study is as follows:

- 1.4.1 To study the level of the nine competencies cluster in the organization study.
- 1.4.2 To study the level of the 35 competencies in the organization study.
- 1.4.3 To analyze the relationship between years of experiences with job competencies.

1.5 Research Hypothesis

From this researcher, the research question and research objective will be describing the relationship between years of experiences with job competencies by manager.

H₀ = There are not signification relationship between years of experiences with job competencies.

1.6 Scope and Limitations of Study

In this study, researchers have some scopes and limitations of the study. This case is designed to study list the job competencies and relationship between years of experiences on job competencies in a particular organization. This study is limited and only takes less than two semesters to complete the study. Total respondents are not more than 67.

The instrument used by the researchers is the same instrument used by previous researchers and the reliability is the same in this study. Researcher also assumes that the managers' job competencies according to describe nine clusters in the survey.

The instrument used by the researchers is the same instrument used by previous researchers, validity and reliability will be the same in this study.

1.7 Importance of the Project

1.7.1 Academic View

This study aims to increase understanding of current thinking about job competency studies. This is because through the results obtained, it can be seen how to determine and development job competency on organization. In addition, this study also attempted to level of nine competencies cluster and level 35 job competencies. This in turn can help the various parties in the government's efforts to improve performance of an organization.

1.7.2 Practical View

This study is done in the hope that the results obtained can be used by managers to achieve excellence in the organization so that the organization can move to more advanced. In addition, this study is an attempt to analyze level of nine competencies cluster and 35 job competencies level them from the most dominants to the least. Furthermore, this study is also made to see significant differences in competency based on work experience. Therefore, by the result of respondent among managers will provide information and data that are useful to the organization in order to further develop the organization.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

Every manager has his own degree of job competency skills and capabilities. Managers apply different approaches and strategies towards implementing the job entrusted to them even though the job tasks assigned to them are similar. Elements of effective managers therefore need to be understood in relation to their knowledge, skills, abilities and positive behavioural characteristics with that of the superior performance.

2.2 Definition of Job Competency

According to the Oxford Mini Thesaurus dictionary (2007) the word „competency“ describes a person as properly ability, capability, proficiency,

accomplishment, expertise, qualified or skilled, and prowess. An individual's competencies are necessary but not sufficient for effective performance in a job. A person's set of competencies reflect his capability.

According to Dessler (2009), job competencies are observable and measurable behaviours comprising part of a job that facilitate the identification of the skills that employees need to be effective in a certain position. According to Boyatzis (1992) job competencies refer to underlying characteristic of a person in that it may be a motive, trait, skills, aspect of one's self-image or social role, or body of knowledge which he or she uses. Klemm (1980) he stated a job competency is an underlying characteristic of a person which results in effective and/or superior performance in a job. The underlying characteristic may be a motive, trait, skill or a body of knowledge which a person uses. The existence and possession of these characteristics may or may not be known to the person.

A motive is a want that drives a person to action. Examples of motives are need for achievement and need for power. A trait can be defined as a particular characteristic of a person which is reflected in this behaviour or habitual way of thinking. Example of traits is high self-esteem, self control, and persistence and stress tolerance. A skill is an ability to translate knowledge into action that result in desired performance, for example planning ability and conceptual thinking.

2.3 Models of Competency

There are numerous literature reviews on competency model. However the study will incorporate three selected competency models as follows:

2.3.1 Integrated Competency Model

The integrated competency model was proposed by Boyatzis (1982) moves beyond simple descriptions of the characteristics of the job and beyond a singular focus on the role of the management function. Boyatzis described competencies as underlying characteristics of an individual which are related to effective job performance. The model suggests that effective performance occurs only when all three critical components of the model is consistent which involve the individual's competencies, the demand of the job and the organizational environments.

Performance is closely related to the tasks identified. Boyatzis (1982) conceived a dynamic interaction between a person's specific demonstrated behaviour (their motives, traits, self-image and skills) and the components of job performance (functional and situational job demands and organizational environment in which the job exists).

People's competency has significant impact on the behaviour they demonstrate. Similarly the demands of a job impact on what specific behaviour are demonstrated. The first thing to change is the organizational environment and demands of specific jobs. These changes often occur without any parallel changes to job description or the people skill.

In short, job competency describes a productive relationship between people's competencies and work outcome. It refers to underlying characteristics in the people result in achieving superior outcome and performance. Boyatzis (1982) grouped the twenty-one competencies into six clusters. The integrated model consists of a holistic picture of effective job performance as shown in Table 2.1 below.